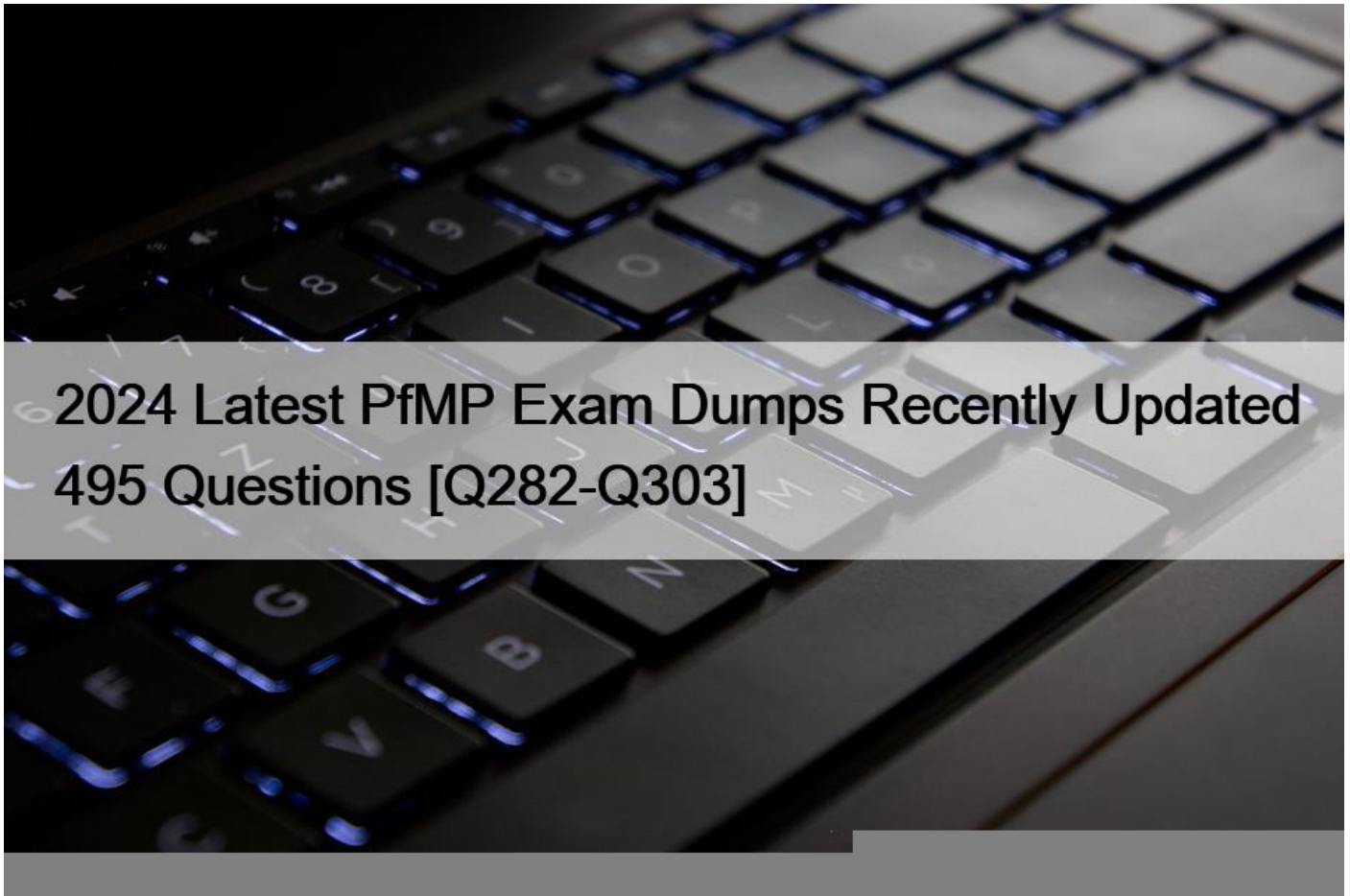


2024 Latest PfMP Exam Dumps Recently Updated 495 Questions [Q282-Q303]



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PMI PfMP Real 2024 Braindumps Mock Exam Dumps

PMI PfMP (Portfolio Management Professional) Certification Exam is a globally recognized certification that is designed for professionals who want to manage multiple projects and programs to achieve strategic business objectives. Portfolio Management Professional (PfMP) certification is offered by the Project Management Institute (PMI), which is the world's leading professional association for project management.

QUESTION 282

You have already created portfolio scenarios (what-if analysis) by reviewing components against prioritization criteria and using analysis techniques (e.g., options analysis, risk analysis, SWOT analysis, financial analysis).

You now want to recommend portfolio scenario(s) and related components, based on prioritization analysis/criteria. You are doing this in order to

* Provide a guiding framework to operationalize the organizational strategic goals and objectives

- * Evaluate and select viable options
- * Create a basis for decision making
- * Provide governance with a rationale for decision making

QUESTION 283

Your company has multiple portfolios on the way and a variety of different clients and industries. Risk levels are high due to recent governmental regulations and the company has recently been penalized due to a non-compliance to one of the standards. You know that you need to closely managing this. As a result, you will be come out with

- * Portfolio Management Plan updates, Portfolio updates, Portfolio Reports, Enterprise Environmental Factors updates
 - * Portfolio Management Plan updates, Organizational Process Assets updates, Portfolio Process Assets updates, Portfolio updates
 - * Portfolio Management Plan updates, Organizational Process Assets updates, Portfolio Reports, Enterprise Environmental Factors updates
 - * Portfolio Management Plan updates, Organizational Process Assets updates, Portfolio Process Assets updates, Portfolio Reports
- Explanation

The scenario targets the outputs of “manage Portfolio Risk” process. The answer to this question is Portfolio Management Plan updates, Organizational Process Assets updates, Portfolio Process Assets updates, Portfolio Reports

QUESTION 284

The portfolio is undergoing and your are now in the monitoring and controlling phase. Two of your team members are arguing about what to use in order to determine decisions to be made with regards to the portfolio and its components. What should be your advice to them?

- * They should use the elicitation techniques to get as much data as possible on the progress in order to be able to take decisions
- * They should conduct review meetings on formal and scheduled basis
- * They should conduct review meetings on scheduled and informal basis
- * They should conduct review meetings on need basis

Explanation

This scenario target the Provide Portfolio Oversight process and in particular its tools and techniques. While executing the Provide Portfolio Oversight process. Review meetings are used during the Provide Portfolio Oversight process; they are formal in nature and scheduled. The output of this process are the governance decisions documented as part of portfolio reports

QUESTION 285

A big strategic change occurred at the organization level and has impacted multiple portfolios in the organization including yours. The CEO has asked you to prepare a presentation to depict the impact of this change on portfolio resources. Which of the following should you present in this case?

- * Communication matrix and communication calendar
- * Resource Histograms
- * Benefits Realization
- * Efficient Frontier

QUESTION 286

The Scenario Analysis is used twice as a tool and technique, once while developing the charter and another time while managing Supply and Demand (It also exists as part of the quantitative and qualitative analysis as part of the optimize Portfolio process). When it comes to Manage Supply and Demand, which of the following represents a correct description of the Scenario Analysis?

- * All of the Options

- * Helps differentiate between the resources capability and capacity
- * Helps determine various possibilities of resource allocations and the impact to component schedules
- * Enables decision makers to create a variety of portfolio scenarios using different combinations of both potential components and current components

Explanation

Enables decision makers to create a variety of portfolio scenarios using different combinations of both potential components and current components, is the use of scenario analysis while developing the portfolio charter. As for the Manage Supply and Demand process, the scenario analysis helps determine various possibilities of resource allocations and the impact to component schedules.

QUESTION 287

When managed correctly, the balanced scorecards can change the way an organization does business.

Balanced scorecards keep focus on results. Which of the following are factors that can be targeted by the Balanced Scorecards method?

- * Product Manufacturing, core competencies, response times, maintenance costs, shareholder value
- * Reward, Leveraging Skills, Leveraging Information Systems, core competencies
- * Product Manufacturing, core competencies, response times, reward, shareholder value
- * Learning & Growth, Internal Process, Customer, Financial, Reward, maintenance costs, market value, supplier value

Explanation

Rewards, market value and supplier value are not part of the balanced score cards factors.

Pay attention, SPM is just a reference guide for the exam, so you will definitely have similar questions from outside the SPM in the exam. This question is based on experience and on multiple insights from exam questions

QUESTION 288

You have just finished the development of the Portfolio Communication Management Plan. The portfolio team is looking for portfolio value assessment, status reports, and portfolio forecast with variance to plan. Where should they find this information?

- * Portfolio
- * None of the options
- * Portfolio Management Plan
- * Portfolio Process Assets

QUESTION 289

Assume you are the portfolio manager for the Federal Railroad Administration. Funding is provided annually according to the Government's budget process. Any monies that are not spent at the end of a fiscal year are lost, and there are some restrictions in place concerning whether funds can be transferred to different programs, projects, or operations work in the agency. Therefore, to maximize the use of funding you require:

- * Regular reports on funds for authorized components
- * Projections on a quarterly basis as to the funds components require
- * Mechanisms for internal audits to ensure funds are allocated effectively
- * Accurate estimates of the funds needed when the component is proposed for consideration

QUESTION 290

Different stakeholders will have different portfolio reporting requirements. Sponsors for example will have a great interest in:

- * If the portfolio will meet organizational strategy
- * Status in achieving benefits
- * Overall portfolio value
- * Status in terms of other authorized components

QUESTION 291

Assume you are the portfolio manager for a leading drug store in your country that offers numerous products.

In the past four years, nearly every store has had to enlarge its pharmacy unit and hire additional staff members with the aging population. Observing this change, two years ago, stores set up clinics to provide customers with immediate care. As you see the growth in the stores in the health arena, you are looking at trends and realize:

- * Alcohol, tobacco, and sugar soft drink products should no longer be offered
- * Each store requires a balance between its health care services and products that may have adverse health effects
- * Customers wonder if they should trust the health care services offered given the other available products
- * For the health care clinics to be viewed with integrity, a medical doctor must be available at each store

QUESTION 292

You have been assigned as the manager for a major transformation portfolio in your company. You have a new direction in sight and you need to work with the team to attain the end goal and achieve the expected strategy. You are currently in the middle of developing the strategic plan and require the following inputs

- * Organizational Strategy & Objectives, Enterprise Environmental Factors, Roadmap
- * Organizational Strategy & Objectives, Enterprise Environmental Factors, Organizational Process Assets, Portfolio Process Assets, Inventory Of Work
- * Organizational Strategy & Objectives, Enterprise Environmental Factors, Roadmap, Portfolio Management Plan
- * Organizational Strategy & Objectives, Enterprise Environmental Factors, Portfolio, Portfolio Management Plan

QUESTION 293

You are managing a portfolio for your company and are trying to balance the tasks that will be done internally based on the availability and the ones that will be outsourced. Managing supply and demand is a recurring activity in the portfolio life cycle and results in changes in resource utilization and resource efficiency. Which of the below helps in optimizing the supply and demand?

- * Minimize both the unused capacity and the unmet demands
- * Maximize both the unused capacity and the unmet demands
- * Maximize the unused capacity and minimize the unmet demands
- * Minimize the unused capacity and maximize the unmet demands

QUESTION 294

Portfolio Reports are widely used as inputs and outputs to multiple processes throughout the Portfolio Life Cycle. Which of the following is NOT part of portfolio reports?

- * None of the options
- * Updates in resources, risks/issues, value/benefits, performance, and financials
- * Governance Recommendations
- * Feedback report to organizational strategy planning

Explanation

Portfolio Reports include: Performance reports, including scorecards and dashboards; Feedback report to organizational strategy planning; Variance reports, Resource capacity and capability reports, resource utilization and resource efficiency; Funding allocated

to Pf elements; Variances, analysis of the variances, and recommendations to be considered by the governing body; Portfolio risks and issues; Governance recommendations; Governance decisions; Portfolio component recommendations; Updates in resources, risks/issues, value/benefits, performance, and financials

QUESTION 295

Assume your automotive company is new to formal portfolio management. It has had for years a strategic plan and tries to be first to market for new and improved features on its vehicles each model year. You were hired as the portfolio manager to provide a more disciplined approach for determining new products to pursue as well as existing ones that should be terminated. So far, you have set up an approach, established categories for the various components, and determined a method to rank and score new proposals for consideration. Now you are working to set up practices to follow to optimize the portfolio. In doing so, it is important to note that:

- * The criteria to optimize the portfolio may be the same as that used in the scoring model
- * A portfolio management information system should be set up
- * Future investment requirements are a key criterion to consider
- * Compliance with organizational standards cannot be overlooked

QUESTION 296

When managed correctly, the balanced scorecards can change the way an organization does business.

Balanced scorecards keep focus on results. As a portfolio manager, you know that the purpose of using the balanced scorecards is

- * All of the options
- * Translate a high level strategic plan into an operational action plan
- * Measure performance against goals
- * Bring a feedback loop to strategic planning

QUESTION 297

While planning for risk management, multiple investment choice tools are used as part of the quantitative and qualitative analyzes; which of the following tools determines the effect of changing one or more factors?

- * Trade-Off Analysis
- * Market Payoff variability
- * Budget Variability
- * Performance variability

Explanation

Trade-Off analysis determines the effect of changing one or more factors

QUESTION 298

You are approaching a major checkpoint and right before the review meeting, one of the key stakeholders asked you to add a small component which is of high interest to her and requires minimal effort and spans a short duration. What should you, as a portfolio manager do?

- * Find out its strategic alignment and present it to the steering committee
- * Add it directly to the portfolio after prioritization because it is a quick project and it will have high value to a key stakeholder
- * Directly reject the request as it is unethical
- * Propose the request during the upcoming steering committee meeting

Explanation

No matter the request and whether it is of high interest or not, the portfolio manager should analyze it and present the

recommendations to the steering committee for final decision. All other options are against the code of conduct and ethics of a portfolio manager Pay attention, SPM is just a reference guide for the exam, so you will definitely have similar questions from outside the SPM in the exam

QUESTION 299

You are managing a large portfolio and know that you will need to constantly show the progress and status of the portfolio in meeting. For this you have developed a robust roadmap using BI tools. When it comes to Portfolio dependencies, which of the following is true regarding the roadmap?

- * The roadmap forms the initial basis on which dependencies are established both within the portfolio and externally to the portfolio, between the organization areas
- * The Portfolio roadmap includes programs and projects roadmaps, so it establishes the internal dependencies for the portfolio and its subsequent programs and projects
- * The roadmap is internal to the portfolio, so it only establishes the internal dependencies
- * The roadmap caters for the alignment with strategic objectives, so it establishes external dependencies

Explanation

The roadmap forms the initial basis on which dependencies are established both within the portfolio and externally so they can then be tracked. External dependencies are those dependencies between organization areas, which are outside of the portfolio

QUESTION 300

Which of the following is NOT considered as a criteria for prioritization?

- * Interdependency
- * Number of Human Resources Required
- * Legalities
- * Strategic Alignment

Explanation

Legal components are not considered while prioritizing components; they are directly included in the final portfolio regardless of their score

QUESTION 301

You have just recommended the Portfolio Strategic Plan and Portfolio to the governance board for approval.

The portfolio board members informed you that they did not find what they were looking for in the strategic plan and that it needs to be reworked. What should have been part of your Strategic Plan?

- * Allocation of funds for different types of initiatives
- * List of components with their detailed information
- * Timelines and Schedules
- * Governance Model

QUESTION 302

Assume you completed your portfolio performance management plan, and it was approved by the Oversight Committee. This plan, with an overall purpose to maximize portfolio performance, describes resource allocation and resource-related issues among other items. In it a key component is benefits realization. This emphasis on benefits planning provides:

- * Examples for templates for benefits realization planning
- * Methods to evaluate the expected net benefits

- * An approach focusing on continuous improvement in overall performance
- * Methods to assist in benefit identification

QUESTION 303

In order to guide the work and correctly manage the portfolio, one of the major documents to be prepared is the Portfolio Management Plan acting as guideline for portfolio management. What are the tools and techniques you could use while developing this plan?

- * Integration of Subsidiary Plans, Organizational Structure Analysis, Elicitation techniques
- * Capability & Capacity Analysis, Weighted Ranking and scoring techniques, Graphical Analytical Methods, Quantitative & Qualitative Analysis, PMIS
- * Capability & Capacity Analysis, Weighted Ranking and scoring techniques, Graphical Analytical Methods, Quantitative & Qualitative Analysis
- * Weighted Ranking and scoring techniques, Portfolio Component inventory, Categorization

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